



United Nations
Educational, Scientific and
Cultural Organization

Organisation
des Nations Unies
pour l'éducation,
la science et la culture

Organización
de las Naciones Unidas
para la Educación,
la Ciencia y la Cultura

Организация
Объединенных Наций по
вопросам образования,
науки и культуры

منظمة الأمم المتحدة
للتربية والعلم والثقافة

联合国教育、
科学及文化组织

Report by the Director-General on the execution of the programme (34 C/5) (01 January 2008 – 31 December 2009)

Field management and coordination

Part III – Support for Programme Execution and Administration

Paragraph 11008

III.A – Field management and coordination

Regular budget: Activities (rounded to \$ thousand)	
Planned: \$ 21 249	Actual: \$ 20 672

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
Revised strategy for UNESCO's field presence at the country level prepared at an early stage for consideration by governing bodies;	<ul style="list-style-type: none"> The Decentralization Review Task Force (DRTF) , in this 2°Phase, held 4 meetings to consider longer-term measures for strengthening field presence within the new context of the reformed UN at country level, revisit accordingly the current decentralization strategy and conduct consultations with National Commissions as appropriate; The DRTF also assessed the impact of UN country-level reform on programming and budgeting. In particular, it concluded to develop further its country-level positioning through a more flexible approach to decentralized programming in order to adapt to specific and evolving national priorities, UNDAF and country demands which may not correspond to all Major Lines of Action approved and budgeted for in C/5 documents. Principles and guidelines were developed to drive the design of responses to the decentralization challenges: <ul style="list-style-type: none"> The Director General submitted to the Executive Board, at its 181th session, a progress report (doc 181 EX5 add) including guiding principles to drive the long-term adjustments to UNESCO's decentralized system. The Director-General's final report to the Executive Board (182 EX/6 Part II) and General Conference (35C/26, Part II) included two proposed options for an adjusted decentralization system and structure taking into account the new challenges posed by the United Nations reform at country level and the principles set out by the General Assembly in this respect. 182 EX/Decision 6 Part II, in which the Executive Board requested the Director-General to submit to it, at its 185th session, a third option for the decentralization reform was endorsed by the General Conference (35 C/Resolution 82), which decided to include it on its agenda for its 36th session for final decision. 	<ul style="list-style-type: none"> National Commissions constitute a significant comparative advantage for UNESCO among the UN agencies but their existing capacities vary widely. There is an urgent need to enhance their management capacities. The country-level focus will have to integrate relevant components of regional and global programmes into national programming documents; To preserve its comparative advantage at global level while leading planning and implementation processes at country level ; UNESCO has to cater for different phases of planning and conceptualization, Necessity to make selective and strategic choices on programmes to implement in consonance with the delivery capacity of the Organization in order to be sustainable and realistic on financial allocations in the medium term. Necessity to refine the simulation tool and to present a flexible approach adapted to differentiated needs by member States, in particular MICs and in compliance with the budgetary ceilings 	Meetings of the DRTF involving all ADGs, Directors of Central Services and 12 Directors/ Heads of field Offices took place at Headquarters. Staff travels were undertaken in the most cost effective ways and in conformity with the rules and regulations.	Depends of the approval new structure by governing bodies and its implementation which will request additional financial and human resources.
Frameworks for decentralization accountability harmonized and strengthened;	<ul style="list-style-type: none"> A three-fold approach has been developed , that covers the planning and implementation stages, for which corresponding accountability mechanisms have been settled, The planning stage of budgetary allocations to and human resources of each Field Office has been reviewed with 	<ul style="list-style-type: none"> Whenever they are available, the results of the 180° appraisal of UN Country Teams members are brought to the attention of the Senior Management Performance Panel for consideration in reviewing the results 		

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
	<p>programme sectors,</p> <ul style="list-style-type: none"> The Performance Agreement for Senior Managers enables a collegial performance evaluation for DIR/chief FOs in 4 broad areas of responsibility: programme management, partnerships/external relations, people management and financial management. Job descriptions of DIR/Chief of FOs have been redrafted in order to spell out their specific accountabilities to Sector ADGs, BOC and BFC. □ 	<p>achieved in terms of involvement in UN country-level coherence processes. □</p>		
<p>Participation in One United Nations reform initiatives strengthened at country level, and coherent action between Headquarters and field offices promoted;</p>	<p>1) Reinforcement of the management, administrative and logistic capacities of the FOs involved in "Delivering as One" UN pilots.</p> <p>2) in 2008/2009 UNDAF roll-out countries exercises and in other UN Country teams' joint initiatives at country-level through:</p> <ul style="list-style-type: none"> Assistance (temporary human resources and travel funds) to 23 Offices to enable them to concentrate on UNCT initiatives in 46 countries (24 of which where UNESCO has a Non Resident Agency- NRA status) without jeopardizing the implementation of the UNESCO regular programme and projects. 2 antennas in Rwanda ("Delivering as One" UN pilot country) and Papua New Guinea (very active UNCT proclaimed as "self-starter") to facilitate UNESCO's involvement. <p>3) Support to 14 Fields Offices implementing Spanish MDG-Fund :</p> <ul style="list-style-type: none"> 10 ALD/NOA posts were created (of which 5 are be posted in countries where UNESCO is non resident); administrative support and operating costs (\$ 296,095) Guidance to FOs on issues such as common UNCT services (3 missions: Tanzania, Vietnam and Mozambique). 	<ul style="list-style-type: none"> Effective and efficient involvement of UNESCO Field Offices in "Delivering as One" UN Pilots and other joint UNCT programming and management initiatives requires adapting to evolving objectives and needs through flexible mechanisms. In the future the support costs of must be integrated as direct costs where applicable in compliance with the cost recovery policy so that they are covered by the extrabudgetary fund of the projects 	<p>Funds were allocated by BFC to FOs (\$ 858 267) after submission and approval of work plans from the concerned Field Offices and a thorough analysis and prioritization of needs. □</p>	<p>FOs have benefited from specific financial and human resources for temporary assistance and alternative arrangements in order to ensure sustainability of UNESCO's involvement in "Delivering as One" and UNDAF, during the whole country-level process. □</p>
<p>Integrated approach to performance assessment of field office Directors and heads put in place.</p>	<ul style="list-style-type: none"> 46 Directors and Heads of Field offices out of 47 provided their self assessment upon BFC/DIR requests and were evaluated. 6 Directors and Heads of Field offices were not contacted because two were already on retirement and 4 were recently appointed (appointed less than 6 months before the end of the biennium) 	<ul style="list-style-type: none"> The evaluation of the Directors and Heads of Field offices was performed as per IOS recommendation requesting that DIR/BFC serves as the principal rating official for the current biennium, and it was clarified that DIR/BFC can only assess expected results relating to BFC fields of competence while it should have been an overall assessment including the evaluation performed 	<p>These achievements have been accomplished without deployment of financial resources.</p>	

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
		<p>by the programme sectors.</p> <ul style="list-style-type: none"> The senior management panel should establish a clear timeframe in order to organize a joint meeting to elaborate the task and accountability of each member of the panel. The dates of the expected results discussion and the assessment of the Directors/Heads of field office should be clearly established. 		
<p>Operating budgets of field offices monitored and their management and administration improved;</p>	<ul style="list-style-type: none"> Increased awareness of FOs, Directors/Heads and AOs, on accountability of budgetary, financial & administrative issues. Aligning of methods of administrative and financial functioning in FOs. Regular monitoring and increased control of FOs budgets by HQs AO Unit Completion of 4 AO Training Workshops, AFR, ASIA, ARB, LAC regions. Review and conversion of contractual arrangements to rationalize the use of temporary assistance in FOs : conversion of some 150 long-term temporary personnel in the Field Offices employed under contractual arrangements. harmonization of grades and salary levels across the FOs; alignment where possible with other UN agencies Increased awareness of staff from Field Offices on UNESCO's mandate and functioning and greater understanding of working methods of the Organization: Institutional Training Workshops: - UNESCO office team in 6 Field Offices have benefited from this training programme and consequently have received first hand knowledge and insight into the mandate, history, functioning of the 	<ul style="list-style-type: none"> Importance of establishing a common understanding of cost-sharing and its budgetary implications FOs have to exercise caution in their possible commitments and contributions to joint UN Houses and other joint endeavours Need for developing effective mechanisms for rapidly monitoring FOs operating costs expenditure and implementation rates in order to avoid deficits and over-expenditure; to plan and foresee additional costs and increases Necessity for regular updating of knowledge and expertise through continued training workshops to facilitate increased understanding of rules and regulations and ensure full adherence by all FOs The necessity for evaluation and review of temporary assistance arrangements to avoid excessive and inappropriate use of contractual arrangements Difficulties to align the workshop dates with availability of appropriate resources persons. □ 	<p>Optimal use of training funds by providing administrative training by HQs process- owners to administrative personnel through Workshops organized in the region, with backstopping guidance and follow-up from distance</p> <p>Funds utilised in an efficient manner ensuring to cut down on expenses as much as possible: the number of resource persons has been reduced from 4 to 3 persons, This activity is</p>	<p>Strengthened AO Units in FOs with trained staff</p> <p>FOs increased knowledge of accountability and individual responsibility for overall budgetary, financial and administrative issues</p> <p>Evaluations received from FOs staff following the training workshops, underline the knowledge gained from these trainings and how it impacts their work in the field</p>

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
	<p>Organization.</p> <ul style="list-style-type: none"> • Three additional training workshops (Tehran, Santiago and Yaoundé) are foreseen during 2010. • Improved communication between Field Offices and Headquarters and among Field Offices 		<p>undertaken on a cost sharing basis between Headquarters and Field offices. Where necessary, field offices try as much as possible to obtain rent-free premises for hosting the training or to negotiate lower rental fees.</p>	<p>in an improved manner. □</p>
<p>Awareness raised among field and Headquarters staff of field security issues and related delegation of authority and accountability, as well as of security policies and guidelines;</p>	<ul style="list-style-type: none"> • Enforcement of the mandatory completion of the Basic and Advanced Security in the Field training programmes; • Finalization of development of UNESCO Field Security Awareness e- Training and its effective implementation as of April 2009 • Implementation of the new IT UNDSS tool (ISECT) for security clearance and travel notification and monitoring of the compliance with established procedures through appropriate travel order process; • Effective and timely dissemination of the security guidelines and procedures; • Development of the UNESCO specific security policies; • Availability of security information via UNESCO intranet. 	<ul style="list-style-type: none"> • Persisting difficulties in ensuring compliance among UNESCO staff and consultants with the prevailing security procedures (prior to departure and in the duty station) due to insufficient communication and monitoring within Sectors/Bureaux 	<p>These achievements have been accomplished without deployment of financial resources.</p>	<p>Improved overall security awareness among UNESCO personnel including consultants of field security policy, guidelines, accountability; Completion by all personnel travelling/appointed to the field of the existing security training programmes; Strengthened capacity of all UNESCO personnel to effectively handle their security and safety responsibilities</p>
<p>United Nations Department of Safety and Security (DSS) instructions regarding safety and security of premises and staff in the field implemented;</p>	<ul style="list-style-type: none"> • Implementation of all security requirements (MOSS, MORSS) of Field Offices as instructed by UNDSS; • Improved compliance with UNDSS standards conducive to safer and more secure working and living conditions of staff; • Effective and timely response to security emergency situations; • Efficient backstopping in the pandemic contingency planning; • Continuous monitoring of the status of security compliance of UNESCO Field Offices; • Maintenance and updating of staff lists (emergency planning and Malicious Acts Insurance Policy) and lists of essential/critical staff designated within country security plans; • Active support in identification of alternative premises compliant with prevailing security standards (including mobilization of support from host country authorities) 	<ul style="list-style-type: none"> • Better monitoring at the field level of the implementation of the recommended security measures. • Need for improved monitoring by Field Offices of expenditure under the field security budget allocated to them; 	<p>Due to allocation of funds based on the actual needs (supported by justifications/invoices etc) and to the continuous review of the open commitments funds have been used in an efficient manner</p>	<p>Improved and timely implementation of the UNDSS standards; Timely response to emergencies; Improved close monitoring by Field Offices of their security costs.</p>

34 C/5 Expected Results	Achievement(s)	Challenges/ Lessons Learnt	Cost- Effectiveness	Sustainability
Strategic participation in United Nations integrated post-conflict and post-disaster responses ensured, in particular with respect to common needs assessments, Office for the Coordination of Humanitarian Affairs (OCHA) consolidated appeals, strategic and programmatic frameworks, as well as funding mechanisms;	<i>See IP concerned with the “ Support to countries in post-conflict and post-disaster situations” under MP V.</i>			
Effective post-conflict and post-disaster operations with proper infrastructures and administrative mechanisms put in place.	<i>See IP concerned with the “ Support to countries in post-conflict and post-disaster situations” under MP V.</i>			